

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department

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**Fiscal Year 2014-15  
Accountability Report**

**SUBMISSION FORM**

**AGENCY MISSION**

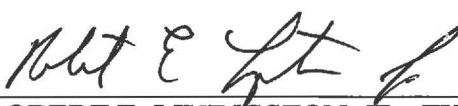
- Provide combat-ready units to the U.S. Army and U.S. Air Force.
- Provide planning, coordination and military capabilities in response to state emergencies.
- Add value to the state of South Carolina and nation with community-based organizations, partnerships, Soldiers, Airmen, and employees ready to meet the challenges of the 21st century.

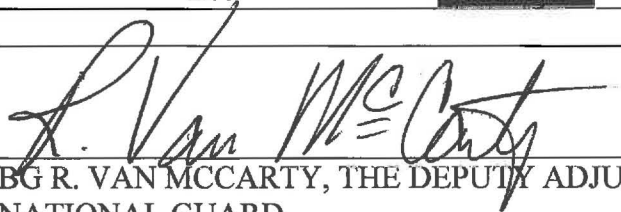
Please identify your agency's preferred contacts for this year's accountability report.

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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

**AGENCY  
DIRECTOR  
(SIGN/DATE):  
(TYPE/PRINT  
NAME):**

  
MG ROBERT E. LIVINGSTON, JR., THE ADJUTANT GENERAL FOR  
SOUTH CAROLINA

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BOARD/CMSN CHAIR (SIGN/DATE): (TYPE/PRINT NAME):	 BG R. VAN MCCARTY, THE DEPUTY ADJUTANT GENERAL, S.C NATIONAL GUARD		

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### AGENCY'S DISCUSSION AND ANALYSIS

#### Vision

To be *ready* to execute missions today with a *relevant* force structure composed of *resilient* Service members, employees and families, who are *responsible* to the nation, communities, families, Soldiers and Airmen.

#### Values

S.C. Army National Guard: Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, Personal Courage

S.C. Air National Guard: Integrity First, Service Before Self, Excellence in All We Do

#### Goals

The goal of the Office of the Adjutant General and S.C. Military Dept. is to sustain an extraordinary organization consisting of Army, Air and State Operations and the S.C. Emergency Management Division, supporting the communities, not only in times of emergency, but also in the daily activities of communities and their citizens. The agency achieved multiple milestones in FY 2014-15, both in terms of overall-mission readiness and service to the citizens of South Carolina. Aligned with the campaign plan Palmetto Horizon 2014-2019, the S.C. Military Department continued working toward the achievement of the organization's strategic goals:

- 1) Posture personnel for Relevant Future Force Structure
- 2) Attain Relevant Force Structure
- 3) Provide infrastructure for the future force
- 4) Pursue Strategic initiative

In times of budget constraints, while most states have struggled to manage readiness and loss of units and infrastructure, the S.C. National Guard (SCNG) has remained a top 10 performing state, based on key National Guard Bureau (NGB) performance metrics. Personnel strength is currently at 103.6%, as a result of recruiting and retention efforts, family support programs, and emphasis on overall well-being of the force.

In FY15, to support the goal of sustaining a high level of personnel readiness, a massive effort was made in employment services, resiliency programs and family support initiatives and events. The programs support *resiliency*.

#### **Employment Services Division**

The SCNG serves unemployed Service and Family members with a broad network of statewide resources. In FY 2015, nine regions facilitated transitioning service members in finding jobs. Since its inception in 2011 when the unemployment rate was approximately 18% for SCNG members, the unemployment rate has consistently stayed around 3% because of this program. In FY15, the program helped more than 800 members find jobs, and to date as helped more than 3,300 find employment. The tax impacts are estimated to be around \$13 million for the state.

#### **Operation Palmetto Employment (OPE)**

OPE is a statewide initiative launched by Gov. Nikki Haley in 2014 and supported by the SCNG, the SC Department of Employment and Workforce, and other business and state agency partners. In FY15, employers began garnering certification by Gov. Haley as Palmetto Military Employers

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as they demonstrated their commitment to hiring military members and helping make SC one of the most military friendly states in the nation. Thirty-two employers have been awarded their certificate by the SCNG and are official PME employers, with 41 in progress.

### **Resilience, Risk Reduction, and Suicide Prevention Program (R3SP)**

The R3SP is a conglomerate of initiatives aiming to continue developing a stronger SCNG's force by emphasizing resilience, leadership, stress reduction, and overall readiness. Ultimately, R3SP promotes resilience in our Guard Members and Families, and develops leaders who can recognize high stress or risk factors in our ranks and mitigate them through interaction, intervention, and appropriate treatment. In FY15, there were 28 suicidal behavior interventions with 18 ASIST workshops conducted state-wide. The Illicit Drug Positive Rate has continually dropped in the SCNG- FY13 = 2.24% FY14 = 1.17% FY15 = 1.09%. 34 Soldiers have completed rehabilitation, increasing overall Strength & Retention with a potential savings of \$3,060,000. The SCNG is leading the nation in % units trained, being top 5% in all categories. The R3SP is funded by NGB with a budget FY15 of \$709,100.

### **Employer Support of the Guard and Reserve (ESGR)**

ESGR seeks to develop and promote a culture in which all American employers support and value the military service of their employees. The nation's Reserve components (total Guard and Reserve forces from all branches of the military) comprise approximately 48 percent of our total available military manpower. In FY15, the SC-ESGR conducted 117 Employer Outreach events, which included SoS signings, Patriot Award Presentations and Employer Briefings, reaching over 1,700 SC employers. The SC-ESGR held 110 Military Outreach events, which included YRRP, unit visits, SRP, and Ombudsman assistance, reaching over 3,100 Reserve Component members. ESGR is funded by NGB with a budget FY15 of \$35,000.

### **Family Programs**

The Family Programs is a branch under Service Members and Family Care (SMFC), J1 Directorate, providing information, training, resources, referrals, and counseling services to all South Carolina's service members and their families, regardless of branch of service. Family Programs focuses on resiliency and empowerment through several family-centered subprograms and initiatives, such as the Family Readiness Support Assistants (FRSA) and Military & Family Life Consultants (MFLC). Family Programs operates on a NGB-funded budget of \$132,000 for FY15.

- **Family Readiness Support Assistants (FRSA)**  
FRSAs serve as special staff to National Guard Commanders on all matters of wellbeing, resilience, family readiness and reintegration. In FY15, the FRSA team led 25 Resiliency training events, and reached nearly 1,800 service members, families, and volunteers. The team also hosted 60 post-deployment events.
- **Military & Family Life Consultants (MFLC)**  
The MFLC program expanded in FY15. This team is a group of licensed mental health professionals who provide non-medical, short-term, solution-focused counseling services to military individuals, couples, families, children and groups. Additionally, MFLCs facilitate educational groups in addressing life skills and military lifestyle topics,

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including but not limited to deployment and reunification, communication, stress management, couple related issues, grief/loss, and parenting.

#### **State-wide military family recognition events**

To recognize those unsung heroes who support the military, the SCNG spear-headed a state-wide campaign to recognize April as "Month of the Military Child in SC" with a proclamation reading by Gov. Haley. The campaign also showcase April 15 as "Purple-Up" to show support for military children by wearing purple. This initiative was messaged on multiple media platforms and shared widely on social media, reaching thousands in communities and schools across the state.

In early May, 2015, the SCNG led the state-wide initiative to recognize military spouses. Gov. Haley signed a Proclamation declaring May as "Military Spouse Appreciation Month" 2015 to be dedicated to "those individuals married to military service men and women." The SCNG hosted 5 receptions around the state, in honor of military spouses of SCNG members.

Because of these Service Member and Family Care centered initiatives, this organization is stronger than ever, ready, resilient, and prepared to answer the call of the citizens of South Carolina, and nation, both in combat and emergency response.

#### **South Carolina Army National Guard (SCARNG)**

The SCARNG is the Army component of the SCNG, and includes both ground and air assets. The core mission of the SCARNG is to generate mission/combat ready units able to fulfill both the federal and the state missions; specifically its three main competences are emergency preparedness/homeland defense, quality Soldier and family support system and innovative technological application. The main goal of the SCARNG is to ensure its relevance through the adaptation of its force structure to the challenges of the 21<sup>st</sup> century. Although the SCARNG did not gain additional force structure during the analyzed period, the organization continued the manning of the 678<sup>th</sup> Air Defense Artillery, a headquarters units responsible for air defense, theater-level, operations, including the defense of the Nation Capital Region through the 263<sup>rd</sup> AAMDC. Additionally, the SCARNG continued preparing for an upcoming increase in force structure (FY16), which will bring to South Carolina four new units: a transportation, a maintenance and a multi-component headquarters companies, and an engineer detachment.

#### **Vigilant Guard**

Training is key to ensuring the LOE of *readiness*. A major training event was the state-wide exercise, VIGILANT GUARD, a joint regional training exercise sponsored by U.S. Northern Command in conjunction with the National Guard Bureau, exercising response and coordination efforts in wake of a simulated category 3 hurricane, much like Hurricane Hugo in 1989. VIGILANT GUARD was held March 3-12, in multiple field locations across the state. More than 2,000 Soldiers, Airmen, and State Guard members supported, including elements from the Georgia, Florida and N.C. National Guard, and S.C. Emergency Management Division with supporting agencies. Of significance, and showcased during the evaluations, was the participation of more than 5,000 first responders, community partners, and volunteers state-wide. Never in the history of this exercise had a state had this level of community support, demonstrating the effectiveness of Team South Carolina. The exercise showcased strong

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coordination, integration, and trust at all levels of the state and readiness should SC ever be faced with a catastrophic event.

### **Carolina Thunder**

Another training event showcasing *readiness* was the high-visibility joint training event conducted over drill weekend in Nov. 2014, Carolina Thunder. This combined arms, multi-component exercise involved 30 AH-64 Apache helicopters, in conjunction with the N.C. National Guard, four CH-47 Chinook cargo helicopters, four F-16 fighter jets, 120 Soldiers from several SCARNG units, and out-of-state assets such as an E-8C JSTAR (Joint Surveillance Target Attack Radar System) from the Georgia National Guard and a KC-135 refueler from the Tennessee National Guard. The exercise was an opportunity for National Guard units from four states to train together in a realistic scenario at McEntire and the Savannah River Site (SRS) for multi-component (air and ground) collective training, demonstrating after 13 years of deployments, the National Guard is at the peak of readiness.

### **South Carolina Air National Guard's (SCANG)**

The SCANGS's 169th Fighter Wing is the U.S. Air Force's premier fighter wing and provides combatant commanders with world-class combat capability to meet our nation's needs for contingency and general war requirements. The 169th's federal mission is accomplished by employing conventional munitions in the Destruction/Suppression of Enemy Air Defenses (DEAD/SEAD), while providing 24/7 homeland defense alert fighter response. Additionally, the wing provides to the Governor of South Carolina with defense assistance to the state's homeland security office and disaster preparation and response support for Defense Support of Civil Authorities (DSCA) activities.

During FY15 the SCANG deployed eight F-16s and more than 100 personnel to Rionegro, Colombia for a bilateral engagement to train with the Colombian air force. The SCANG also deployed eight fighters and 136 Airmen to Lask Air Base, Poland, partnering Polish air force pilots and maintenance teams as a part of Operation ATLANTIC RESOLVE.

The SCANG also supported and hosted several joint training exercises for the Army, Navy, Air Force and Marines. Some of these included Marine forward refueling exercises and Carolina Thunder. The 169th Civil Engineer Squadron sent 40 Prime BEEF (BASE ENGINEER EMERGENCY FORCE) to Hatzor Air Base, Israel for a Deployment for Training (DFT) mission. While at Hatzor AB, the SCANG Airmen constructed four 10,000 square foot buildings.

Within the Total Force Initiative, the SCANG is currently in contention for the next phase of the F-35 JSF Program. By combining Army and Air, rotary and fix wings, assets, McEntire Joint National Guard Base offers a fully integrated, multi branch, solution within the regional and national defense system and emergency response. This, combined with low cost JSF bed-down (1.2M), tested no-environmental concerns, available infrastructure and manpower, and the 169<sup>th</sup> Fighter Wings excellence records and proven, sustained, performance standards, makes the acquisition of the F-35s a concrete possibility. The JSF program, should JNGB be selected, will bring to South Carolina additional federal funds, jobs, and increased national relevance.

### **State Response**



In responding to the needs of our state and supporting the LOE *responsible*, the S.C. Military Department supported one weather event, when ice hit the upstate in Feb. 2015, sending 8 wrecker teams to the SC Highway Patrol, as well as providing essential personnel transport. The S.C. State Guard in FY15 grew its membership from 409 to over 700, and is in the process of transitioning its mission from a “state defense force” to a “state emergency/disaster response force.” The S.C. National Guard’s 43<sup>rd</sup> Civil Support Team supported 6 real-world responses, including white-powder and chemical exposure and more than 85 stand-by missions to support law enforcement and HAZMAT teams for large-community, as well as over 20 assist missions. The 43<sup>rd</sup> CST was recognized in FY15 by National Guard Bureau as the most operational team in the nation. One additional highlight in responding to the needs of our citizens and being ready when called, was the South Carolina Helicopter Aquatic Rescue Team (SC HART) saving a hiker with a life-threatening emergency from a remote area in Oconee County on June 25.

### **Federal Response**

For a brief period in FY15, all SCNG units were home for the first time since 9-11, and not deployed to a combat zone. GWOT mobilization and demobilization in FY15 included the following:

- 710th Engineer Battalion, Eastover – C2RE, home station (mobilized October 2014)
- 2-263rd Air Defense Artillery, Anderson – National Capital Region (returned in January 2015)
- 351st Aviation Combat Support Battalion, Sumter – Kuwait (mobilized February 2015)
- 151st Signal Battalion, Camden – Kuwait (mobilized February 2015)
- Detachment 24, Air Lift Support Command, West Columbia – Afghanistan (mobilized in March 2015)

In FY15, the 263<sup>rd</sup> Army Air Missile Defense Command returned from a year-long homeland defense mission supporting U.S. Army North and North American Aerospace Defense Command in the National Capitol Region.

### **State Partnership Program (SPP) between Colombia and South Carolina**

As the role of the National Guard is refined with Department of Defense budget and force structure uncertainly, building effective partnerships is critical. One of the key programs is the National Guard’s State Partnership Program. Since its inception in 2012, the SCNG partnership with Colombia is highly recognized as a success story. FY15 continued with the six LOEs: Helicopter Maintenance, Ground Vehicle and Equipment Maintenance, Fixed Wing Support to Colombian Air Force, Humanitarian Assistance and Disaster Relief (HA/DR), Rule of Law, and Senior Leader Engagements. Within the scope and purpose of these six LOEs, the SCNG conducted the following major operations: In Sept. 2014, the 169th Fighter Wing deployed to Colombia for a combined air cooperation engagement with 100 Airmen and 6- F-16s. Also in Sept. 2014, Colombian’s senior uniformed military officer, General Rodriguez, visited South Carolina and met with Gov. Haley, along with touring the most important SCNG facilities. Lastly in Sept. 2014: Maj. General Livingston delivered a keynote address to the Colombian International Engineer Symposium. In March 2015, 11 Colombian soldiers visited SC to observed VIGILANT GUARD. In May and July 2015, teams of Colombian aviation and maintenance personnel toured several key sites in order to better understand how to integrate the National Guard with an emergency response operation lead by civilian agencies.

### **S.C. Technology & Aviation Facility**

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The SCARNG's rotary wing component has successfully completed the relocation its UH-72A Lakota and CH-47D/F Chinook helicopters to the upstate's Army Aviation Support Facility-site 2 (AASF2), while the AH-64 Apache and UH-60 Black Hawk helicopters continued operating from the AASF1 on McEntire Joint National Guard Base in Eastover. Following its opening on February 19, 2014, throughout the FY15, the AASF2 has become fully operational. With two state of the art aviation facilities located strategically, one in the midlands and one in the upstate, the SCNG is now able to maximize the capabilities of its airframes and crews, both in training and in support of civilian authorities in case of a natural disaster or civilian emergency. Additionally, through a standing collaboration with Greenville Tech and the S.C. Technology and Aviation Center (SCTAC), the SCNG Army Aviation component continues to increase its state and regional relevance within the development goals of the Southeastern ARNG Aviation Training Site (SEAATS). Once completed, SEATS will provide a training platform on which provide training, certification, and validation to both civilian and military aviators; furthermore, the ultimate goal of this initiative is to be able to certify/validate training for units/crews assigned to the emergency response and preparedness side of the SCARNG state mission. The SCNG partnership with Greenville Tech and SCTAC, through SEATS and other related programs, enables the South Carolina aviation community, both military and civilian, to grow in quality and quantity, thus facilitating the creation of new jobs and/or access to current vacancies. At the national level, SEATS will potentially become one of the few regional, training and validation, hubs in the country.

### **Cyber Fusion Cell**

The SCNG is a national leader in Cyber defense initiatives working with government and industry partners to secure South Carolina's critical infrastructure. In order to maximize its key role in protecting people and infrastructures of South Carolina, the SCNG Cyber Fusion Cell partnered with John's Hopkins Applied Physics Laboratory to launch a regional capability to collect, analyze and disseminate cyber information that threatens to harm SC critical infrastructure, our citizens and businesses. Although NGB provides some additional financial support, the SCNG Cyber Fusion Cell mainly operates on its standard training budget. Additionally, the SCNG is part of the governance board for the new SC Cyber Consortium whose charter to create a magnet in SC for industry, academics, and economy.

The SCNG Cyber Fusion Cell is actively pursuing the selection as one of the ten Cyber Protection Teams the Army National Guard plans to stand up over the next three fiscal years. This selection will further enhance South Carolina's cyber defense capabilities, while placing the SCNG Fusion Cell in a position of national relevance within the DoD cyber protection network; additionally, once selected by NGB, the SCNG Fusion Cell will receive federal funds for training and additional force structure.

### **Savannah River Site (SRS)**

Since the signing of Palmetto Horizon's agreement, in 2014, the SCARNG placed a full-time Military Liaison State employee in charge of Military Operations at SRS, and trained a force of fifteen Range Operations personnel from Garrison Command, in order to support the development of SRS. The joint SCARNG-SRS team have been working in FY14-15 on critical administrative issues and the preparation of documents needed to support of the 750 acres' acquisition approved by NGB. In addition to the 750 acres, there are approximately 120,000 acres available for military training.



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To date the SCARNG performed the following training mission on SRS:

Air Assault Operations

Signal Operations

Route Clearance

Engineer Construction

Water Borne Operations

CBRN "Live Agent" training in partnership with the Savannah River National Lab

Cyber training

Specifically, throughout the analyzed period the above listed missions were plugged into the following major training events, at SRS:

- Carolina Thunder, a multi-state training exercise which included over 200 Soldiers and Airmen along with over 40 fixed and rotor wing aircraft at SRS.
- The 160<sup>th</sup> SOAR trained over 70 Soldiers and 6 Aircraft on Special Ops.
- The 20<sup>th</sup> CBRN and 9<sup>th</sup> CST trained over 50 Soldiers in "Live Agent" response.
- The 122<sup>nd</sup> EN BN had over 120 Soldiers conduct their Annual Training at SRS, completing three projects that supported their war-time mission and aided SRS. This was the first time a mission of this type has been conducted on SRS.
- Navy SEAL training

Next, SRS will host additionally training exercises with both SCARNG and guest, Special Operations, units. See below:

- SCARNG Route Clearance Company
- US Army Rangers
- 160<sup>th</sup> SOAR
- MARSOC

The joint SCARNG-SRS team made significant strides in strengthening and maximizing the joint effort at SRS. Once the real estate instrument will be completed, the SCARNG will start refurbishing old infrastructure and the building of barracks, dining facility, latrines, showers, motor pools, maintenance facility and, possibly, a readiness center to support Military operations at SRS.

### **Equipment Fielding**

In FY 2015, the SCARNG completed a total of 43 equipment's fielding operations and relative training/certifications (on the new equipment), obligating \$509,000. Below are the three major programs and associated new-equipment's fielding operations:

- Warrior Information Network-Tactical System (WIN-T)
- Army Global Combat Support System (G-Army)
- M2 Bradley Fighting Vehicle (final phase)

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## **Community-Based and Community Support Programs**

### **The South Carolina Youth Challenge Academy**

The mission of the SC Youth Challenge Academy is to intervene in and reclaim the lives of 16-18 year old high school dropouts, producing program graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizen in society.

Nationwide, there are 35 programs in 27 states. Since 1993, 100,000 "at-risk youth" have graduated from the program. The program enhances life skills, education levels, employment potential, and enables its cadets to earn a high school diploma, through a GED or returning to school upon graduation. During FY14-15, the first class began and will participate in the new partnership with Clemson University Youth Learning Institute and Aiken Technical College to receive technical skill training following graduation. The program is funded through a 3/1 matching Federal/State budget: \$2.8M Federal/\$933 State. Additional 4M has been granted to the sub-program "S.C. Job ChalleNGe" by the U.S. Department of Labor; the grant will be used to begin a fully vocational phase in partnership with Clemson University.

### **STARBASE**

STARBASE Swamp Fox, a Department of Defense Science, Technology, Engineering and Math program for 5th grade students continues to operate at full capacity reaching more than 1,000 SC elementary school students annually. The program enhances state standards in mathematics and science